

# STRATEGIC PLAN

Three-Year Cycle  
July 1, 2019 - June 30, 2022



## MISSION

MOSERS exists to advance  
the financial security of its members.

## VISION

We endeavor to:  
Exceed customer expectations  
Educate stakeholders  
Ensure sound investment practices  
Encourage responsible funding of the plan  
through a commitment to  
*Excellence. Always.*

## VALUES

Quality • Respect • Integrity  
Openness • Accountability

## 1 PLAN SUSTAINABILITY/INVESTMENTS

### Goal

Foster a fiscally sound retirement system through prudent investment strategies to promote the long-term sustainability of the system.

### Objective 1

Full payment of the June 30, 2018 legacy actuarial accrued liability.

#### Measure

1. Legacy actuarial accrued liability paid in full.

*Target: Full funding of the board certified annual employer contribution rate required to pay off the legacy actuarial accrued liability by June 30, 2049.*



### Objective 2

Build portfolio that promotes the long-term sustainability of the system and meets the organization's objectives.

#### Measures

1. Percent of portfolio transitioned.

*Target: Approximately 33% complete by December 31, 2019  
100% complete by December 31, 2021*

2. Facilitate asset study.

*Original Target: Complete by June 30, 2021  
Amended Target: Complete by June 30, 2023*

## 2 CUSTOMER SERVICE & STAKEHOLDER COMMUNICATION

### Goal

Expand and strengthen relationships among members and all stakeholders by communicating in a way that informs, educates, and fosters trust and confidence in the system.

### Objective 1

Promote education outreach and improve understanding of MOSERS and the value of all benefit programs, including pension, long-term disability, life insurance, and the deferred compensation program.

#### Measures

1. Enhance MOSERS' online presence through the newly designed public website.

*Target: Complete by December 31, 2019*

2. Expand communication and interaction with members.

*Target: Implement newly vested member emails by June 30, 2020*

*Target: Implement optional text messages to members by June 30, 2022*

3. Develop and implement mid-career program.

*Target: 50% complete by June 30, 2020  
100% complete by June 30, 2022*

4. Initiate contact with employers to educate new employees during their onboarding process.

*Target: Pilot program complete by June 30, 2020*

5. Promote the security of the retirement system and the value of the retirement benefit.

*Target: Develop targeted communications relative to the system's funded status and employer contribution rate by December 31, 2019.*

### Objective 2

Promote a positive working relationship with, and information delivery to, policy makers and their staff to encourage responsible funding of the plan.

#### Measures

1. Refresh the legislative communication plan to include accountability measures.

*Target: Complete by board meeting in November 2019*

2. Provide every General Assembly member with an economic impact statement.

*Target: Begin with legislative session in 2020*

### 3 ORGANIZATIONAL HEALTH & OPERATIONAL EXCELLENCE

#### Goal

Recruit, retain, and develop an engaged workforce that promotes operational excellence.

#### Objective 1

Re-evaluate MOSERS' mission, vision, and core values.

##### Measure

1. Collaborate with MOSERS' board and staff to solidify the mission, vision, and core values that best represent the organization.

*Target: Complete by June 30, 2020*

#### Objective 2

Research possible solutions to mitigate impact of board turnover.

##### Measure

1. Present board composition options to MOSERS' board.

*Target: Facilitate committee/board discussion by November 2019*

#### Objective 3

Evaluate board rules and employee handbook in light of extensive organizational reviews.

##### Measures

1. Review and revise board rules.
2. Review and revise employee handbook.

*Target: Complete by June 30, 2021*

*Target: Complete by December 31, 2019*



#### Objective 4

Advocate professional development programs and encourage employee participation.

##### Measure

1. Encourage the utilization of e-learning courses as an additional avenue for professional development.

*Target: 75% employee participation in at least four e-learning courses, or 8-hours of e-learning instruction, by June 30, 2020.*

#### Objective 5

Mitigate risk of staff turnover and develop a succession plan for key positions.

##### Measures

1. Determine succession planning structure, including identifying key areas and positions.

*Target: Complete by June 30, 2020*

2. Identify high potential staff for the key positions, inventory their development needs, and develop succession and knowledge transfer plans.

*Target: 50% of key positions complete by June 30, 2021  
100% of key positions complete by June 30, 2022*

3. Provide employee satisfaction and engagement survey to MOSERS' staff for feedback.

*Target: Conduct comprehensive survey by December 31, 2019*

## 4 MODERNIZATION

### Goal

Ensure the security of data while optimizing utilization of technology.

### Objective 1

Strengthen MOSERS' technology and data security by evaluating, improving, and implementing system upgrades or replacements.

### Measures

1. Implement and integrate a new pension administration system (PAS) for MOSERS, while maintaining customer service satisfaction during implementation.

*Target: Maintain customer service satisfaction within 90% of FY18 levels as shown in the 2019 Annual Benefit Scorecard while keeping the project on time, on budget, and consistent with project plan objectives.*

2. Implement and integrate an updated financial software system for MOSERS.

*Target: Prepare system integration and user readiness by June 30, 2020.*

3. Address high-risk recommendations from comprehensive security audit.

*Target: Complete by June 30, 2020*

4. Review and revise information security policies.

*Target: Complete by December 31, 2020*

